

City Council Meeting Minutes

**December 6, 2017
City Hall, Council Chambers
749 Main Street
8:30 AM**

Call to Order – Mayor Muckle called the meeting to order at 8:35 a.m.

Roll Call was taken and the following members were present:

City Council: ***Mayor Robert Muckle
Mayor Pro Tem Jeff Lipton
Councilmember Jay Keany
Councilmember Chris Leh
Councilmember Susan Loo
Councilmember Dennis Maloney
Councilmember Ashley Stolzmann***

Staff Present: ***Kathleen Hix, Director of Human Resources
Meredyth Muth, City Clerk***

Others Present: ***Sam Light, City Attorney
Catherine Tuck Parrish, Novak Consulting***

Mayor Muckle stated this is a special meeting to interview candidates for City Manager. Yesterday, the City Council interviewed five candidates in meetings of either two on one or one on one. Last evening in a special meeting the Council unanimously voted to narrow the group of candidates from five to three individuals: Heather Balser, Interim City Manager, City of Louisville; Matt Fulton, former City Manager for the City of West St. Paul, MN; and Keith Reisburg, City Manager, Rio Rancho, NM.

At the conclusion of the interviews there will be time for public comment. There are also feedback forms available for anyone who wants to submit input but not speak at the meeting.

CITY MANAGER APPLICANT INTERVIEWS

MATT FULTON

Mayor Muckle asked for a short introduction.

Fulton thanked the Council for the interview process. He stated he has been a City Manager for over three decades much in Wisconsin and Minnesota. Most of the time has been in communities the size of Louisville. He has dealt with many issues similar to here, a fully developed community, redevelopment, enhanced quality of life, and public safety. Being in a metro area he has worked beyond the boundaries of the community. He stated he knows how respond to financial pressures, can be creative and entrepreneurial, and knows how to partner with other jurisdictions.

What surprised you about Louisville or what did you learn during your visit?

Everyone I spoke to loves it here; the community certainly has a positive vibe. Housing prices were a surprise; how to address affordable housing is a long-term issue. Glad to see Boulder County is addressing that. Balancing the preservation of open land and open space with development; that is a new issue to me. The services Louisville provides are very similar to the work I have done in the past. I have been around Economic Development and Land Use planning and understand the regulatory aspects. I recognize the importance of the comprehensive plan and the small area plans. I believe in preserving urban design principles. There is only one opportunity to redevelop; do it right the first time.

Tell us about how you have or would implement a policy of the City Council that didn't align with either the staff recommendation or your personal beliefs?

It's not my community, it's your community. The decisions are made by the elected body representing the community. I'll give council as much objective information as possible and once the council has made a decision it is my responsibility to implement the policy. I don't take it personally. I have successfully implemented anything council has asked for. I respect the role of the Council to set policy; it's my responsibility to work with staff to see that it happens.

In Louisville, the City Manager is engaged in day-to-day operations. Tell us how you manage day-to-day issues and internal operations?

My career had been with very entrepreneurial, well trained organizations. I want to be a collaborative manager with the organization. I try to take advantage of the talent in the organization; bring people together geared around the council's strategic vision. I am not a micromanager; more a situational manager. I consider myself the symphony conductor pulling everyone together. I will step in and guide a process or project if necessary. I encourage entrepreneurial thinking. Communities that are successful are thinking ahead; we don't want to fall behind. I allow people to take risks without worrying about failure. I try to create an environment where people feel safe to bring forward new ideas. Calculated risk taking is a positive. Communities are changing all the time; successful ones are paying attention and willing to move forward.

Tell us how you would engage staff to keep morale and productivity high and help departments work together as a team.

Everyone wants to be part of the winning team. You need a community vision and a work plan that shows how to implement that vision; and everyone understands their role. There is already a positive atmosphere here. People do enjoy working here so coming in I would need to build on that. I would work with council on a vision and put together work plans as necessary. My role is to remind people of the importance of what we do in local government. We impact people's lives every day; every activity the city does interrelates with the rest of the city. A community is as strong as its weakest link. I try to become the positive advocate to help people recognize the critical aspect of what we do every day.

What creative solutions would you bring for difficult issues like the vacant Sam's site?

Whole issue of sales tax new to me; Minnesota doesn't have that. Sales tax is 40% of the General Fund, so it is significant. Communities exposed are those that are not paying attention to how things are changing. We need to think about how can diversify and make sure you can survive on the sales tax you can expect. Focus on destination opportunities; places you can't buy on the internet. The places people assemble is important. Is there plaza opportunity for assembly activities at Sam's; is there a municipal function that could be there. You need something creative that will bring people in to the whole McCaslin Boulevard area.

How would you learn the community's values and the organizational culture? Are there specific things you have learned in your research that are approached differently in the Denver/Boulder metro area than in Minnesota?

The important thing is to learn from the community and listen. The neighborhood level is where people are more engaged. Neighborhood meetings are great way to learn the personality of the community. I have been very impressed with the positive nature of those I have interacted with. I love the outdoors and the environment presented here is great for how I want to live. While out walking I talk to people, find out about them, what they like here.

What questions do you have for us?

As you reviewed my qualifications are there any areas you feel are strong or are of concern.

Mayor Pro Tem Lipton stated there are concerns about affordable housing, sustainability both economically and environmentally here. If you don't move forward we will fall behind. We are a community surrounded by the pressures of growth and are also trying to keep our community character. We don't want to be like everyone else.

Councilmember Loo asked Fulton to expound on the difference of neighborhood and community. She stated her concern we are setting up enclaves of neighborhoods that may be detracting from the larger value of the entire community of Louisville. It concerns her seeing this happening. It feels like we are dividing into neighborhoods and don't care about the rest of town.

He stated there are distinct personalities to neighborhoods in this community. The opportunity to communicate with residents is important. The elected body sometimes doesn't have a good understanding of issues in each neighborhood. My history is that we have annual or semi-annual neighborhood meetings so we know what their issues are and also so we can get people the information they need. It is a chance to hear from neighborhoods, exactly what it is that affects their day to day lives. It helps the Council make better decisions.

Councilmember Loo asked what you do if some neighborhoods are more engaged than others.

He stated it doesn't matter, what you need is engagement. You will get those who are inclined to come to a meeting, many people won't come. It doesn't take away from the value of the input from those who do show up.

Councilmember Loo stated she is concerned about the inequality for the neighborhoods that don't show up. It will be unequal if we only listen to the people who are involved.

We need to make it easy for folks to get involved; have meetings on the weekends; be creative to get people involved.

Councilmember Maloney asked in the time you spent here what challenges and opportunities have you identified and how would you address them.

For housing affordability it is key to engage with Boulder County. There are development pressures versus open space and I need to learn more about. To preserve that space, find opportunities to do infill or denser development; also integrate more affordable housing. I would try to build a stronger property tax base. How redevelop Sam's Club and economic development for the property tax base. Economic sustainability is important to the community; also need to recognize the importance of sustainability and reducing the community's carbon foot print.

Mayor Pro Tem Lipton asked about the process of establishing a community vision. Perhaps we don't have a community shared vision, so how do we do that. Once done how to align that with the budget process.

Successful communities know where they want to be five years down the road. Need to know where we want to go. I won't be successful if I don't implement your vision. Need to take the time to have a good dialogue with the community on where they want to be

in the future six months to year. Take that information, ask for board and commission input, ask residents, and then take the information and develop a vision of where want to be as a community. After that set forward work plans and projects to meet that vision. Need to think about what do we need to do today to get to where want to be and then tie that back into budgeting. Vision identified by program and fund adequately. Done this on paving this year, you set the vision and followed through with a budget to meet that vision.

Councilmember Loo asked what we do if multiple visions are diametrically opposed to each other.

By definition you have to come together on a direction. Council will have to come together and decide on the direction so there is only one vision. If there are issues that need to be worked out prior to the final vision, those discussions are really important. Once the vision is in place you are declaring you are moving forward. Will have to have performance metrics in place to monitor progress and community is aware of progress being made.

Councilmember Leh noted that sometimes no matter what Council may think, quite frankly the challenge is getting the Council on the same page about the vision. There is an ongoing tension in the city with differing goals. How do you handle this?

The question you need to ask is always is this project consistent with our vision. If it is not, either don't approve it or bring it more in line with the vision. I make sure all staff reports have notes on them that ask is this consistent with the vision. Specifically all development should support the community and be consistent with the vision.

Councilmember Maloney asked what experience Mr. Fulton has with intergovernmental relations.

I have a great deal of experience in the Minneapolis-St. Paul area and worked with six other communities to join our plans for the I-5 land use planning. I have been involved with League of Municipal Cities, worked on interregional plans. Working with partners is the way the world is going; we need to trust each other. When you don't have good relationships already established with your neighbors projects suffer.

Mayor Muckle asked if Mr. Fulton he had any final comments about why we should hire him.

I have been a City Manager for a long time and am passionate about this profession. I love having the opportunity to improve the quality of life and maximize people's investment in their community. I have been selective in where I have applied and I applied here because of the kind of community this is. I think I have the skills and the personality to move the community forward and to help the council do its job of

representing the community, moving it forward and improving people's quality of life. Thanks for this interview experience.

KEITH RIESBERG

Spend a couple of minutes introducing yourself; let the audience know a summary of the background and skills you would bring to this position.

I am the City Manager of Rio Rancho, NM. I think my skills and experience would benefit the community. I have 22 years' experience in local government in communities similar to this with a high quality of life. I have a proven record of quality development that citizens want and to fund the city. I am a visible leader in the community. I build strong leadership teams. I believe my skills will allow the city to move forward. I am asked why I want to move to smaller community. I want to come to Louisville because my children are in high school and I want to still be City Manager in this community when my son graduates. This town has quality education system and the small town character attracts me. This is the chance to be more active and engaged in the community and with employees. A smaller community will be more hands on in day to day work, and that is attractive to me. This is the opportunity to come to a good community and collaborate with council, preserve small town character and work with residents and businesses for future generations.

What surprised you about Louisville or what did you learn during this process?

Not many surprises, I have some familiarity with this region and have visited regularly. It is a pleasant surprise to see the level of engagement; there were 50 people at open house. I like working with an active and engaged citizenry. My visit has been a positive experience. There seem to be some different mind sets of how to move the community forward. How to preserve residential development and changing dynamics. I was surprised to find there are strong differing viewpoints on that. It will take collaboration to move the community forward.

What topics in local government are you most excited about?

I have transitioned from land use planning, to economic development to being a city manager. I have a lot of interest in land use because those decisions impact generations. I put an emphasis on making good land use decisions for the long term. That influences the economics of the community and there is the need to balance residential growth, commercial growth, and the employment base to sustain long-term finances. My other area of focus is the employees. They deliver the services to the citizen; they are the face of city operations. I make efforts to know employees. I have a critical employee training program to provide them information about the mission, vision, and values of the city, and set the expectation of the culture of the organization. Employees are a critical part of an overall team. I have mandatory training on critical topics such as sexual harassment, benefits, and supervisor issues. This program has

been very well received so that employees have a broad perspective of the city. I encourage employee appreciation events. We want to thank families as well and recognize the jobs in the community impact family life.

What creative solutions would you bring for difficult issues like the vacant Sam's site?

This has been a community issue for some time; I heard from a lot of citizens about this. The challenge is you won't get another big box user for more than a short term use. How you repurpose that property will have long term affect in retail trends. You must ensure the city has strong ongoing dialogue with the property owner. There is no magic solution. I would approach this with collaboration with the adjoining properties; ask the community how they want to reposition the property and how can it be developed to backfill lost revenue to benefit the community long term.

Tell us about how you have or would implement a policy that didn't align with either the staff recommendation or your personal beliefs.

As a professional manager I strive to set aside my personal beliefs unless what is directed is illegal. I strive to set aside personal politics; it is my job to be independent. If the staff recommendation is different than council direction, the ultimate decision is from the governing body and it is staff's job is to take that forward; staff then has to alter their approach to it. Elected officials set the direction and staff is obligated to carry that policy forward.

In Louisville, the City Manager is engaged in day-to-day operations. Tell us how you manage day-to-day issues and internal operations.

I view my role as the city manager to being the coach and leading leadership to the team. I rely on directors to be responsible and be the subject area experts. I don't micromanage; ultimately the supervision is the director's responsibility. I give leeway to staff provided things they are pursuing tie back to vision and strategic plan. The vision plan comes from the council and the community and it is staff that moves it forward.

Tell us how you would engage staff to keep morale and productivity high and help departments work together as a team.

Ensure employees have a clear understanding of what their role is in the community and how does that tie to the vision plan. Set clear expectations. Metrics and performance measures should not be punishing but should be used to track performance. I run an efficient city in Rio Rancho and the employees have pride they provide a high level of service. Give tools they need to provide services. I also see the role of the city manager to be an advocate for employees. I remind the governing body that the good employees have the ability to go elsewhere. I know where we are in the employment market and what it costs to fairly compensate employees. Employees need to feel appreciated and have ownership of the organization.

How would you engage with this community, individual residents?

Be proactive, accessible, and collaborative for both employees and residents. I accomplish this by being visible in the community, talking to organizations, business associations and the chamber. The community should know they can access and can talk to the city manager about their concerns. I attend neighborhood meetings with councilmembers if that is wanted. I accept invitations to speak to citizens to teach them about the community and get feedback about what we could be doing better and improve operations. I have an open door policy for residents as feedback will help us continually improve operations.

What questions do you have for us?

I have appreciated the process and have had all my questions answered. I appreciate you all seem to be on the same page on what you are looking for. I have no additional questions.

Mayor Pro Tem Lipton asked how you would develop a community vision.

I believe it is of great value to city officials, citizens, and employees to have a multi-year vision for the community and a multi-year strategic plan that outlines objectives and clearly defines and articulates values. My approach would be to engage an outside facilitator to allow for an impartial person to receive input to assure we are hearing all points and taking all points into consideration. Council is the first group of stakeholders to outline what they want to see. I would appoint an internal employee task force; select a cross representation of employees to involve their input. They may see things in the community that we may not. The board and commission input is critical. You want to create a shared vision that is supported and can be moved forward regardless of who is on the council or staff. It is critical to get citizen engagement; there are many ways to do this. We have put whiteboards at community facilities to complete the statement "my vision for the community is." These may be short, but they help validate the information in the plan. Social media pushes to get input are an important way to solicit citizen input.

Councilmember Maloney asked what is your budget philosophy and how do you tie it to the strategic plan.

I am very conservative in my budget philosophy; we are using other people's money when we are doing the things we do in our community. I align the budget to the strategic plan. The allocation of funds needs to reflect the priorities of the elected officials and that ultimately reflects how we implement the plan and how we move the community forward. I use priority based budgeting that is tied to the vision.

Councilmember Loo stated we have differing minds sets in town. How do you reconcile differing mind sets?

I appreciate that the council has a diversity of opinions, but you do so cordially and with respect and sound reasoning. I have heard of differing mind sets about downtown and the need for a critical mass in downtown; there seems to be a shift from retail to office uses downtown. There are differing opinions on what the focus of downtown should be. I would reconcile this by inviting key stakeholders to the table so the right people are involved. You have to determine what people want, what is positive, what people see as detrimental to downtown. You need to bring data to the discussion so you can remove some of the emotions from the discussion.

Louisville values regional collaboration and engagement between the residents, businesses, and the City. What is your experience with regional projects.

There is great value in broadening our approach and working with neighboring municipalities to solve regional issues. I belong to a regional city manager group to build relationships with neighbors and not be adversarial. I formed a new regional economic development association in New Mexico. You need good relationships with the county to get additional funding and programs. I see affordable housing as an issue here and there needs to be a regional approach to solve that. I have experience on how to move collaborative projects forward.

What are the advantages you bring to this community coming from outside the state and region?

I will be able to be a fresh set of eyes on the community. For the first 30-60 days I would spend time meeting with council, businesses, and employees to do an environmental scan to see things in a different light from those who have been here a long time. I can build on what is going well and establish new relationships, as well as repair relationships that might need it. When you are new you can repair a relationship and also bring new perspectives and ideas.

Why should we hire you as Louisville's next City Manager?

I would like to be your city manager because I believe my skills and experience would benefit the city to implement a shared vision for where the community wants to go. I am an effective communicator, can build strong leadership teams, and will build impactful developments that will address future changing dynamics. Ultimately my strengths would help to continue to move the community forward and maintain the small town character and charm, the emphasis on open space and trails, and build partnerships. I will bring new perspective and my strengths and skill sets would fit well with the organization.

HEATHER BALSER

Why do you want to be Louisville's City Manager and why now?

I have been training for this for 20 years and I am ready to take over the day to day running of Louisville and work with the staff to implement a vision for the future. I love this community. I have a master's in public administration, have worked in Westminster and then came to Louisville. I have done every job in the City Manager's Office and my work has touched all of the City's departments. I love the variety of work in the City. I have worked on all kinds of projects including transportation, budgeting, intergovernmental relations, US36, the Diverging Diamond Interchange, and working with FEMA on flood recovery money. I have been acting planning director during the work with Conoco Phillips, I have worked on transportation projects and I have a variety of knowledge of the day to day City functions.

Tell us about how you have or would implement a policy that didn't align with either the staff recommendation or your personal beliefs.

Generally we present options and make recommendations, but based on the direction from city council, and as long as it is legal, we implement your direction in a positive way. A good example would be the small area plan and the US 36 Transit Oriented Development area; we had a good conversation and listened to council; we implemented that plan regardless of what the original recommendation was.

In Louisville, the City Manager is engaged in day-to-day operations. Tell us how you manage day-to-day issues and internal operations now.

My interactions are open and accessible; I am not a micromanager but I set expectations for staff. I am always available and need to be responsive. Staff knows how I will respond; I try to take a consistent approach. Staff knows they can seek feedback and are empowered to make their own decisions.

Tell us how you would engage staff to keep morale and productivity high and help departments work together as a team

You need to communicate regularly what the vision is, what is happening, what the priorities are, and understand what the departments are doing. You need to recognize the efforts of staff and their good work. Get employees to know each other.

What creative solutions would you bring for difficult issues like the vacant Sam's site?

We need to start to reengage the community, the business owners, property owners, and the residents about what they want specific to the property. A new approach would be some market analysis; understand what is viable on the site; what is the market looking for. Is there a better idea of what is feasible in the area and provide some new options about what it might look like and do some fiscal analysis, do those options have community support. Start to reengage with some new information, not rehash the past.

Analyze the options as a community. We need to know some pros and cons and what is viable and feasible.

Councilmember Maloney asked what is your philosophy on program budgeting.

I think it is great to have indicators, efficiency measures to help you make decisions and inform decisions on how you spend money and prioritize. They can show where you need to spend money. We need to use the information to inform us better. This is still new and we need to use the information to make good decisions; use it to determine if those indicators can help us make better decisions.

Mayor Pro Tem Lipton asked “you have worked under and been mentored by two successful city managers. What have you learned from your predecessors and what might you do differently with council and the community?”

Things I have learned: be invested in your community for all employees; focus on the long-term financial plan not just year to year. Be able to understand where we are going and what we can expect. Use that information to make longer term decisions rather than in the moment. Focus on infrastructure and maintain core services.

Things I would do differently: engage council and communicate regularly and often; find ways to engage the community in new ways and make sure everyone feels they are being heard. Look more to focus on operations and maintenance of the city and what does that mean for revenue, budget; take a more long-term look. Understand our priorities and the strategic vision.

Mayor Muckle asked “can you elaborate on how you would create a strategic vision?”

We have a lot of good documents, the annual goals, the comprehensive plan, the PROST plan, the key indicators, but we need to assemble and get themes out of those and set strategic objectives and setting some tasks around those objectives. We need to look strategically for the long term and then prioritize; need to define what the priorities are. A plan doesn't need to be 150 pages; Parker's is 17 pages; concise and powerful. I don't see it as a huge process but rather putting the information together.

Councilmember Maloney asked how tactically you would bring disparate documents together.

Find common themes, list what is in each, determine what you like and don't like. From there provide options. It will take some work.

Councilmember Leh stated we have strong community engagement and active smart citizens who will tell you what they think. You have seen a lot of engagement processes, what didn't go well and why, how might you suggest we do that better in the future.

People had concerns about the South Boulder Road Small Area Plan and how information was presented. Keys are how do you get information out and what you communicating. We need to communicate options and pros and cons and don't focus on one outcome. Be there to listen. Make sure people have all information to focus in on alternatives. All options should be up for discussion. A strategic visioning document can help focus that conversation and should be part of the discussion. Make sure we are meeting our strategic objectives with the outcomes of this project.

Councilmember Leh asked what creative ways can you use to get community engagement into the visioning process.

We do need to get engagement from the community and with stakeholders; large public meeting and focus groups. We should look at more polling efforts so we are reaching different people. We have done that successfully in the past.

Councilmember Keany asked why is it good you are an internal candidate; a member of the community. How would your role in the community change and how do you engage the community?

Being an internal candidate there is no learning curve; it won't take time to get on board. I know who to call; I understand where an issue comes from and know who to engage on issues. I know which of you are interested in certain issues. My experience in the community means I know how to approach an issue and how the community would react either positively or negatively.

In changing my role in the community I have been meeting with various members of the community, the DBA, the chamber, board and commission chairs, members of community groups. I meet with staff and engage with them. I am out in the community, I know the schools, talk to business owners, and attend special events. It is a change in role from the deputy manager which is a support position to now being the city manager. I recognize as the city manager I am the face of community, but I represent the council. I will be where you need me to be and certainly it will be more front and center.

What experience do you have with collaborative and regional work?

I have worked on US36 issues for a long time. This is five communities with changing staffs and officials. I have worked to get federal funding for US 36 and for the flood recovery. For the flood recovery I worked closely with Boulder County and other municipalities. I know who to call and people answer my calls. I have worked with CDOT, Boulder County, and neighboring municipalities and worked on legislative issues with CML. People know we are good partner and we are engaged with these issues.

Mayor Pro Tem Lipton stated there is a perception that staff gets ahead of council on things. How do you manage that? We don't want to feel as though staff is driving the policy.

There needs to be early and often communication. It is important to not assume things and let council make the decision. Staff cannot assume what direction council wants to go. Have clear and transparent conversations.

Councilmember Maloney asked if chosen what would your first year look like and how will you know if it is successful.

The new recreation center will be opened on time and on budget. We will have our second biannual budget completed. We need to start early on the process and be clear about priorities. I would like to have started a process for a plan for Sam's club and what could realistically happen out there. There needs to be continued improvement on communication with council and that you feel you are informed and staff is not getting ahead of you. Employees are focusing on the day to day activities so council can focus on policy.

Mayor Pro Tem Lipton asked how you would do an organizational assessment; is one needed.

We are just starting to do an employee survey and we will determine how we respond to employee issues. Use that to determine if there is the need for a re-organization. When we have vacancies we need to ask do we still need the position, are there ways to restructure. We need more of an organizational wide look. We need to look at the reporting structure; need to determine what are the capacity needs of the city and if that requires changes.

Councilmember Maloney asked if there are policy things you think council will be dealing with in the next year because of your direction.

What comes next on McCaslin; completing the 2019/2020 budget which is an important policy process; and the formulation of a strategic vision.

What questions do you have for us?

None.

Why should we hire you as Louisville's next City Manager?

I feel I am the most qualified candidate; I know the community and you all and would like to help lead the city into the future and implement your vision. I want to work here and look forward to the future.

PUBLIC COMMENTS

Mayor Muckle stated feedback forms are available for the public to submit information as well.

Jim Pribyl, 1803 Gallagher Lane, stated he was formerly with Level 3 and worked in local state and federal government advocacy for 40 years. He stated one piece that is so important is institutional knowledge and relationships count in governance. He stated his support for Ms. Balser; she can hit the ground running.

Tracey Hobbs, resident and business owner, 901 Front Street, as a business owner for five years I have had four years of growth. The climate of downtown has changed. On small business Saturday, we did huge numbers in previous years, this year numbers were way down; parking lots were empty, streets empty. Loyal customers had been to Lafayette and said it was booming. There was almost no one in downtown. The business owners got together and decided what we need to be a part of things. We have concerns, several businesses downtown have turned over to nonretail; this, changes the environment of downtown. She wants a new manager to have a vision and plan for Louisville.

Liz Connor, 670 Johnson Street, owner of Pitter Patter on Main Street, stated all three candidates are very qualified. She stated her vision for positive growth in Louisville. She is concerned about a lot of division in town and this is a turning point. She wants the Council to be aware of the concerns of local business owners. She would like the person who can utilize the vast pool of talent in the community. She hopes the candidate can unite the Council and bridge former obstacles. She hopes the Council will help the new manager navigate the community.

John Leary, 1116 Lafarge Ave, stated the city is made up of three groups, city council, city hall, and citizens. He stated he doesn't like having to fight city hall, but finds on many policy issues he is fighting city hall. He thinks the city needs a significant cultural change at city hall. Amazon open records request showed things going on that shouldn't be. He stated his support for Mr. Reisburg.

Council decided to have 15-20 minutes after the executive session to review any new comment cards.

EXECUTIVE SESSION

CITY MANAGER RECRUITMENT/PERSONNEL MATTER – (Louisville Charter, Section 5-2(a) and 5-2(b) – Authorized Topics – Discussion of non-finalist application matters, and personnel matter for informational purposes only (C.R.S. 24-6-402(4)(f&g))

City Attorney Light introduced the request for executive session. He noted the agenda lists two potential items for discussion: nonfinalist application materials and personnel

matter for informational purposes only. As the Mayor noted last night the Council shortened the list of candidates to three and once three candidates are chosen they are considered finalists. Therefore Council does not have the authority any longer to meet in executive session to discuss nonfinalist application materials. There are some kinds of information that are still required to be kept confidential including references or background check information. Therefore this executive session is for the recruiter and human resources and the attorney's office to provide you with some additional information in that regard and to provide Council information on a possible contract for the City Manager.

Clerk Muth read Section 2.90.050 of the Louisville Municipal Code, which outlines the topics permitted for discussion in an executive session.

City Attorney Light stated subsections 24-6-402(4)(f) of the Colorado Open Meetings Law, and Subsections 5-2(b) of the home rule charter authorize an executive session for discussion of a personnel matter for informational purposes only. In this instance, the Mayor is requesting City Council convene an executive session for the purpose discussion of a personnel matter for informational purposes only.

Mayor Muckle moved to go into executive session for the purpose of discussion of a personnel matter for informational purposes only, and that the executive session include the City Attorney, Human Resources Director Kathleen Hix, Consultant Katherine Tuck-Parrish, and the City Council.

Councilmember Maloney seconded the motion. Voice vote: all in favor.

Members adjourned into executive session at 11:42 am.

REPORT FROM EXECUTIVE SESSION

DISCUSSION/DIRECTION/ACTION CITY MANAGER RECRUITMENT & POSITION FINALISTS

Members returned to the open meeting at 12:41 pm.

Attorney Light stated the executive session was for personnel matters as authorized by subsections 24-6-402(4)(f) of the Colorado Open Meetings Law, and Subsections 5-2(b) of the home rule charter authorize an executive discussion for discussion of a personnel matter for informational purposes only.

City Attorney Light noted earlier any further deliberation must be made in open session either by name or identifying candidates by letter. Additionally, staff will need direction on how to proceed if Council does identify a preferred candidate with respect to an offer.

Mayor Muckle proposed using a key to identify the candidates. Mayor Muckle thanked everyone for the time they have put in for this process. Mayor Muckle stated all the candidates from today were competent individuals with strong records, but he supports Candidate W going forward.

Councilmember Maloney stated the candidates were the best five of what they had to choose from. All three finalists are capable, and have the skills and experience. He stated he hasn't made a choice yet and wanted to want to hear other opinions. He thinks K is willing to make a long term commitment and would do a good job. N is also is ready to make a change. W obviously has the experience. All are very capable.

Mayor Pro Tem Lipton stated the pool was shallow but we got five good candidates to work with. Each one brings strengths to the table, he doesn't know what the weaknesses are of the external candidates while do know the internal candidate. He stated we won't really know until you see them in action. He added nothing is remarkably broken in Louisville. We have a really good staff and highly functioning government that provides good services. We are not looking for someone to reinvent things here. Personally, he feels the reason we made the change was because of difficulty in working with that city manager; it is not a reflection on the rest of the staff or culture.

Councilmember Leh also wanted to know what everyone thinks of the candidates. He thinks there are two very good candidates and they have different things to bring. He stated he appreciates the work the candidates put into this process. He thanked his fellow councilmembers and the community for showing up. He agreed things aren't broken here, the sky is not falling. The citizen survey shows that people love living here, what they are not happy with is traffic and affordability. Those are regional issues. Our town is doing pretty well thanks to residents and staff. It is important to remember the great input we have received.

He was struck by the candidates who said we don't have a vision here. I think we have a lot of pieces of a vision, whoever we hire will need to address that and help us articulate that better. We have a new phase focusing less on building but now on operating and maintaining. The difficulties we have encountered with recent city manager falls on our shoulders. We have to have a commitment to support the person we pick and give them the benefit of the doubt to help them be successful. We have to commit to making whoever we select successful. He supported eliminating candidate N.

Councilmember Keany stated one candidate mentioned walking around town and talking to people and hearing how great it is. Generally citizens are happy and satisfied with the way things are. Of the three, the two from out of state have a steep learning curve; the other has connections already. One is from a large metro area and seemed very competent. He did seem engaging and outgoing; but Keany stated he is not sure how this candidate would work with the engaged outspoken citizenry here. Another candidate is very skilled, but maybe already getting ahead of us in discussions of what

to expect. Another brings experience but not at this level. This one would have a change in roll that would require some adjustment. He concurred with Councilmember Leh about removing candidate N.

Councilmember Loo stated the process was long, intensive and complex. It was perhaps too long, but that is how we operate here. The process duplicated how we work here. She disagreed it was a shallow pool. She noted this town is not going to attract the kind of candidate that Boulder or Ft Collins might get. We are too small, there is no room for advancement, and you don't get to do the projects the bigger cities have. I feel Councilmember Maloney and I really did get the best candidates of what was on the table. We should not start over; it would give us a reputation and would not get us better candidates.

Councilmember Loo stated any one of these candidates could be a decent city manager; now it turns on personality. We have to find the person whose personality best matches the entire community for this point in time. N is engaging, but she didn't think N is right for this council. K is perfectly competent, but she is not sure he is coming for the right reasons. W is who we need at this point in time.

Councilmember Stolzmann would like the Legal Review Committee to look at this process so can know what works well or doesn't for a future council. This is the deliberative time for us. In her opinion, Candidate W does not have any relevant experience managing something similar to this. She stated she has a lot of concerns, did not see a demonstration of an ability to lead. She wants someone comfortable with budgeting as this is important to us. It is possible someone with no experience can do that, but it will take a lot of time from the mayor and mayor pro tem reporting out to us and more time building consensus among the council to set policy. The internal candidate has connections but she does not think all of those relationships are good. Our citizens expect us to improve; not just remain status quo. She stated she doesn't see that being an easy process with W.

Councilmember Stolzmann continued N would have enthusiasm; N talked about core services and code enforcement and had enthusiasm around things that can be mundane. She stated she has a lot of excitement around this candidate who talked about code compliance and day to day operations and how it affects safety. She gets complaints about the mundane things and this person had excitement about this. She felt N had energy and will lead. She stated she is concerned about our community values and if N would align with our community values. Candidate K very good and has the most relevant experience. K had very systematic engaging solutions, was practical. She stated she thought that when asked a challenging question, K would be realistic. She stated her concern with K that people will perceive him as boring. He is competent and intelligent; doesn't have to be charismatic. If there is some concern about the candidate's image, we should look at the ability and experience.

Councilmember Maloney stated that in reviewing the candidates he was trying to keep in mind the needs of the city. With two there are things we don't know but we have an internal candidate where we have unknowns about that candidate in this role.

Councilmember Maloney stated K is ready to lead; will be a city manager, not a game show host. K will have a significant learning curve on the budget as we rely heavily on sales tax, not property tax; that is fundamental to us. K is strong organizationally and on the day to day management. Candidate N's answers seemed very ICMAish; rote. N had plenty of examples of past actions have gotten this candidate in trouble with councils for getting ahead of the council. We don't want a city manager that is ahead of us.

Councilmember Maloney stated he doesn't think N will be hands on enough for the size of this city. He is concerned N doesn't understand open space is for preservation not affordable housing. He thinks W is ready to lead, ready to get out of the shadow of the previous city manager. He has some concerns on budgeting with this candidate, but feels this candidate can be effective across the organization. W will need to take ownership of the budgeting process. Councilmember Maloney stated he wished all three candidates had been stronger talking about Phillips 66 property. He would have liked some creative economic development strategies for Sam's club. He stated he was still wavering between K and W.

Councilmember Loo stated related to budget experience, don't need an accountant, but need someone who can recognize how to fill gaps in weaknesses. We have a great finance director. She stated she is very comfortable with budget issues regardless who the city manager is because the Finance Director has that under control. With regard to creativity on Phillips 66 and McCaslin she stated she would expect candidates to be pretty vague if only because they don't know where council is on these issues. She doesn't think that is a weakness.

Councilmember Loo stated the community is pretty exhausted with visioning and planning. She stated there is no singular vision in Louisville. Councilmember Loo stated she likes the approach of W to use plans we have and build on what we have. She doesn't think spending money and staff time on a vision and mission is a good use of time. She likes W because of the sense of practicality; what can we get done with the resources and political consensus we already have.

Mayor Muckle stated K and W appear to be the top two choices. Both are capable candidates. Whoever we pick will require more work for all of us with a new style and a new person. Mayor Muckle thinks W is ready to lead and we need to let the manager lead.

MOTION: Mayor Muckle moved to extend an offer to candidate W. Councilmember Keany seconded the motion.

Councilmember Maloney stated program budgeting is more than budgeting it is an administrative and management philosophy that needs to be integrated into all the management process of the organization. He stated he respects the finance director, but the program budgeting is really the whole process including the key indicators and how it integrates through the organization.

Mayor Pro Tem Lipton stated he has a hard time making a connection with K. We need an enthusiastic leader that has some charisma and can lead people. Having high energy is important; will need to provide enthusiastic leadership. He stated he couldn't get that with K. Technically K is as strong as the others. Of the external candidates Mayor Pro Tem Lipton feels N is stronger of the two.

Councilmember Leh stated it seems to be a competition between K and W. Both bring very different strengths to this. It is always a risk; the question is which gamble you want to take. Looking at K he likes his breadth of experience, it is larger than W's and is in a lot of different types of communities. New eyes are always helpful. The downside of K would be a big learning curve. We have a lot going on locally and regionally and getting up to speed will be a big challenge. The public comment about the importance of established relationships is true; for K it will take a while to get up to speed on these relationships.

Councilmember Leh stated we know W better and we have a better fix on that person. We don't know if this person will step up to new position, and some say it will be more of the same. That is not fair to that candidate. It is a plus that W has the relationships on staff; it can be a plus and a minus if the person can't see if there is a need for change. W's relationships with Council and with the wider community are extremely important.

Councilmember Leh stated he is of mixed mind about W's knowledge of the community; it is not clear that person is engaged in the community in the way the city manager needs to be. However that wasn't required before and this candidate will have to prove this. W has 20 years' experience in the community and he stated he is hard pressed to say that is not worth a great deal. In the smaller interview W was very blunt about the lack of strategic planning of their predecessor. There is a negative community perception this is too much continuity; some feel a culture change is necessary. That is simply the baggage that comes with the person. W is unproven as city manager. There is no clear choice between the two. Councilmember Leh stated he would have liked to see more dedication and curiosity about public engagement from both candidates. Getting that input is important; we need more information on if our policy choices are perceived well.

Councilmember Leh stated he supports the motion on candidate W.

Councilmember Loo stated W talked about how we don't get a broad enough input of information. More polling would give us better information on what the community is

thinking. Councilmember Loo noted if the city manager is considered the face of the community Council may not like that. We need to define that carefully.

Councilmember Loo agreed with Mayor Pro Tem Lipton that K doesn't make a connection for her. She likes N as a backup, but doesn't really think this is what this council needs. She stated she can get behind W.

Roll Call Vote: Motion carried by unanimous roll call vote.

Mayor Muckle asked who would work on negotiating the contract. After discussion, members decided on Councilmember Maloney and Councilmember Leh would work on the contract.

Attorney Light stated any contract for the city manager is subject to approval by the Council at a regular meeting.

Mayor Muckle thanked everyone for their participation.

ADJOURN

Members adjourned the meeting at 1:57 pm.

Robert P. Muckle, Mayor

Meredyth Muth, City Clerk